

# **CHAIRMAN**

## ***Terms of Reference***

***Nevill Golf Club Limited (i.e. “the Club”) is a Society with limited liability, registered under the Co-operative and Community Benefit Societies Act 2014, and regulated by the Financial Conduct Authority. As the Club is both a members’ club and a moderately substantial business enterprise, the pivotal role of Chairman of the Board of Management is normally undertaken by a Member of relatively long standing with a strong commercial background, so that his or her expertise and experience may best benefit the Club and its Members.***

In addition to the broader duties and responsibilities as a member of the Board of Management, the Chairman has overall responsibility for the management of the Club, setting its strategic objectives, and driving their achievement. In liaison with the Finance Director (“FD”), he or she is also responsible for ensuring the maintenance of adequate financial resources for the Club’s ongoing operations and planned future development, and compliance with all its legal and regulatory obligations. Day to day administration and financial control, including the preparation of monthly management accounts, is delegated to the General Manager (“GM”) and his staff in accordance with the policies and procedures laid down by the Board.

The role includes the following elements:

- Developing the Club’s overall strategy.
- In conjunction with the other members of the Board of Management, driving achievement of the Club’s strategic objectives.
- Regular communication of the development of the strategy with Members, including presentation of a progress report at the Club’s Annual General Meeting.
- Keeping abreast of developments in the golfing sector as a whole, taking advice as necessary from the GM and other third-party professionals.
- Being fully conversant with the Club’s finances, in close conjunction with the FD and the GM.
- Being fully conversant with the Rules and Bye Laws of the Club, and their legal and operational implications.
- Ensuring that the management and administration of the Club is in all respects in accordance with the Rules and Bye Laws, and in compliance with its legal and regulatory obligations.

- Regular review of the Rules and Bye Laws, to ensure they remain fit for purpose, and recommending changes as appropriate to the Board of Management, and hence to Members.
- Ensuring that the Club complies with all its other legal and regulatory obligations.
- Maintenance of the appropriately highest standards in all aspects of the Club's operations and management.
- Line management responsibility for the GM.
- Overall responsibility for the administration of the Club's grievance and disciplinary procedures.
- Review and approval of all capital expenditure and other investment proposals in liaison with the FD and other members of the Board of Management.
- Final review of the Club's annual operating budget in liaison with the GM and the FD, prior to formal approval by the Board of Management.
- In conjunction with the GM, setting the agendas for meetings of the Board of Management and for General Meetings of the Club.
- Ensuring adherence to appropriate levels of confidentiality for matters under consideration by the Board of Management, its sub-committees or across the management and administration of the Club.

Specific tasks/responsibilities include the following:

- In conjunction with the other members of the Board of Management, developing the Club's strategy, including its specific short, medium and long term objectives.
- Monitoring and communicating the progress of the strategy.
- With input from the GM and other members of the Board of Management, writing the annual report and presenting the same at the Club's Annual General Meeting.
- Taking the chair at all General Meetings of the Club.
- Taking the chair at all meetings of the Board of Management. (N.B. The Chairman does not normally attend sub-committee meetings such as those for House, Greens, Social or Golf, but should liaise with the chairpersons of those committees, in order that any matters that require the involvement of the Board of Management are properly addressed.)
- Reviewing the draft Minutes of meetings of the Board of Management and General Meetings.

- Taking the chair at all disciplinary meetings pertaining to Members. (Should the Chairman for any reason have a personal involvement, then he or she will hand over that responsibility to another member of the Board of Management or to the Club Captain.)
- Whilst the GM's remit gives him authority to deal with routine grievance or disciplinary matters involving members of staff, taking the chair in the event that any employee exercises the right to appeal to a higher authority.
- Regular informal briefing meetings with the GM, including updates on all matters pertaining to the management and administration of the Club, and compliance with its legal and regulatory obligations, including matters of employment, health and safety, licencing and taxation.
- Similar regular briefing meetings with the FD on financial and regulatory matters, and with other members of the Board of Management and the Club Captains as appropriate to their areas of responsibility.
- Regular appraisal of the GM's performance against his or her pre-determined objectives, and review of the corresponding appraisals of the Club's other employees carried out by the GM.
- As an authorised signatory on the Club's bank accounts, acting in the absence of the FD as a second signatory for BACS and other bank payments.
- Attending and where appropriate participating in as many of the Club's major golf and social events as possible and using the bar and catering facilities on a regular basis in order to monitor the standards being maintained and provide 'visibility' of the Board to both Members and visitors.